

Ph.D. Course Work
School of Management

Subject Code	Subject	Credit
MPHD 01	Research Methodology	4
	1 week workshop on Research Methodology	
MPHD02	Research and Publication Ethics	2
	1 day workshop on research and publication ethics	
MPHD 03	Contemporary issues in HRM / Marketing / Finance / Logistics and Supply Chain Management	4
	1 day workshop on conceptual paper writing	
MPHD 04	Application and Advanced Research Studies in HRM / Marketing / Finance / Logistics and Supply Chain Management	4
	1 day workshop on synopsis writing	

At the end of the course work, a candidate is supposed to present and publish one conceptual paper in the chosen area of research

MPHD 01 Research Methodology in Management Course

OBJECTIVES To understand the concept and process of Business research in business environment, to know the use of tools and techniques for exploratory, conclusive and causal research, to understand the concept of measurement in empirical systems and its validity and reliability, to use statistical techniques for analysis of research data and to realize the applications of Business research. The course will also introduce students to the safeguards against errors in both data collection and data analysis and reporting.

UNIT-1

Introduction: Concept of Research, Types of Research, Types of Business Problems Encountered by the Researcher, Process of Research: Steps Involved in Research Process, Research Design: Various Methods of Research Design, Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection of Data.

UNIT-2

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data, Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds

of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis.

UNIT-3

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency, Measures of Dispersion, Coefficient of Variation (C.V.), Skewness, Kurtosis. , Time series analysis, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations.

UNIT-4

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation, Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

UNIT-5

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test using SPSS, Techniques of association of Attributes & Testing.

Suggested Readings:

1. Rubin, L. (2000). *Statistics for Management. 7th ed.* Pearson, New Delhi.
2. Malhotra, N. (2019). *Marketing Research: An Applied Orientation. 7th ed.* Pearson, New Delhi.
3. Gupta, S. P. (2014). *Statistical Methods. 43rd ed.* Sultan Chand.
4. Beri, G. C. (2005). *Business Statistics. 2nd ed.* Tata McGraw Hill publishing company limited.
5. Cohen, L., Manion, L. & Morrison, K. (2017). *Research Methods in Education. 8th ed.* Routledge.

MPHD 02 RESEARCH & PUBLICATION ETHICS Credit: 02

Course Objective: To aware the research scholars about the research and publication ethics, and publication misconducts. **Course Outcome:** The outcome of the course is to acquaint the research Scholars about the research and publication ethics, and publication misconducts.

THEORY

Module – 01: Philosophy and Ethics (3 hrs.): Introduction to philosophy: definition, nature and scope, concept, branches; Ethics: definition, moral philosophy, nature of moral judgements and reactions.

Module – 02: Scientific Conduct (5 hrs.): Ethics with respect to science and research; Intellectual honesty and research integrity; Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant publications: duplicate and overlapping publications, salami slicing; Selective reporting and misrepresentation of data.

Module – 03: Publication Ethics (7 hrs.): Publication ethics: definition, introduction and importance; Best practices/ standards setting initiatives and guidelines: COPE, WAME, etc.; Conflicts of interest; Publication misconduct: definition, concept, problems that lead to unethical behaviour and vice versa, types; Violation of publication ethics, authorship and contributorship; Identification of publication misconduct, complaints and appeals; Predatory publishers and journals.

PRACTICE

Module – 04: Open Access Publishing (4 hrs.): Open access publications and initiatives; SHERPA/RoMEO online resource to check publisher copyright & Self-archiving policies; Software tool to identify predatory publications developed by SPPU; Journal finder/ journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.

Module – 05: Publication Misconduct (4hrs.): (i) Group Discussions (2 hrs.): Subject specific ethical issues, FFP, authorship; Conflicts of interest; Complaints and appeals: examples and fraud from India and abroad. (ii) Software tools (2 hrs.): Use of plagiarism software like Turnitin, Urkund and other open-source software tools. **Module – 06:** Databases and Research Metrics (7hrs.): (i) Databases (4 hrs.) – Indexing databases; Citation databases: Web of Science, Scopus, etc. (ii) Research Metrics (3 hrs.): Impact Factor of journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score; Metrics: h-index, g-index, i10 index, altmetrics.

References:

1. Bird, A. (2006). *Philosophy of Science*. Routledge.
2. Macintyre, Alasdair (1967) *A Short History of Ethics*. London.
3. P. Chaddah, (2018) *Ethics in Competitive Research: Do not get scooped; do not get plagiarized*, ISBN:978-9387480865
4. National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). *On Being a Scientist: A Guide to Responsible Conduct in Research: Third Edition*. National Academies Press.
5. Resnik, D. B. (2011). What is ethics in research & why is it important. *National Institute of Environmental Health Sciences*, 1-10. Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
6. Beall, J. (2012). Predatory publishers are corrupting open access. *Nature*, 489(7415), 179-179. <https://doi.org/10.1038/489179a>
7. Indian National Science Academy (INSA), *Ethics in Science Education, Research and Governance* (2019), ISBN: 978-81-939482-1-7. <http://www.insaindia.res.in/pdf/EthicsBook.pdf>
8. Satarkar, S.V., 2000. *Intellectual property rights and Copy right*. Ess EssPublications.
9. Wadehra, B.L. 2000. *Law relating to patents, trademarks, copyright designs and geographical indications*. Universal Law Publishing.
10. Carlos, C.M., 2000. *Intellectual property rights, the WTO and developing countries: the TRIPS agreement and policy options*. Zed Books, New York.

MPHD 03 E1 Contemporary Issues in Marketing Management

The objective of this course is to prepare students to read and understand the literatures and the stimulate new research interests in the field of marketing.

Unit 1. Marketing – Basics, Present day importance of marketing in national and global context; Consumer Behavior – Decision Making Perspectives, Improving the judgment process, Models of consumer behavior; Marketing Information System – Marketing Research System and Marketing Decision Support System.

Unit 2. Research Methods in Marketing – Quantitative and Qualitative Research in Marketing, Attitude Measurement and Scaling Techniques, Product Research, Test Marketing, Advertising Research, Media Research, Motivation Research.

Unit 3. Strategic Marketing – Customer, Competitor and Environmental Analysis; SWOT Analysis, BCG Framework model, Porter’s Model, GE Model, McKinsey Model, Market Leader, Challenger, Follower and Nicher Strategies; Market Entry/Exit Decision; Marketing Mix Strategies; Sustaining Competitive Advantage and Core Competence.

Unit 4. Logistics and Supply Chain Management; Retail Merchandising – Retailers’ Marketing Mix, Product Merchandising and Display, Vendor Relations, Pricing and Mark Downs, e-retailing, Customer Relationship Management – Customer Life Time Value Customer Acquisition Development and Retention, Brand and Customer Equity.

Unit 5. Entrepreneurial Marketing – New Venture Initiation, Low budget or no budget Market Research, Alternatives to high cost advertising. Multinational Marketing – Overseas Market Research, Legal Dimensions of Multinational Marketing, New Techniques, The Social Impact of Marketing – Social Impact Analysis.

Further readings:

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.
3. Belch, G.E. & Belch, M.A., Introduction to Advertising and Promotion, Chicago, Irwin.
4. Porter, M.E., Competitive Advantage : Creating, Sustaining Superior Performance, New York, Free Press.
5. Keegan, W., Global Marketing Management, Englewood Cliffs, New Jersey, PHI.
6. Levy, M & Barton, A.W., Retailing Management, Irwin, London.

MPHD 03 E2 Contemporary Issues In Applied Finance And Control– 4 Credits

Unit 1- Project Financing

Introduction to project finance, Uses of project finance, Motivations for using project finance; Essential elements of project financing; Trends in project financing; Market for project finance; Project finance in the power sector; Project finance in the roads sector; Project finance in airports.

Unit 2-Corporate Financing: Working Capital Management; the Time Value of Money; Valuation; Risk and Return, CAPM; APT; Capital Budgeting. Capital Structure. Dividend Policy.

Unit 3- Commercial Banking & Credit Risk Management

Theory of Financial Intermediation; Regulation & Implications-Reserve Ratios; Domestic Banking Reforms & Regulation; Implications of Priority Sector Lending; Global Banking Reforms & Regulation; Credit Appraisal & Lending Decisions; Asset Liability Management (ALM)-GAP, Duration and VaR; Credit Risk Derivatives; Measuring Bank performance-CAMEL

Unit 4- Derivatives

Meaning of Derivatives, types of Derivatives, Importance. Futures, Forwards & Options. Real Options. Valuation of derivatives. Role of derivatives in India.

Unit 5- Areas of Research

Balance Sheet Analysis, Management Control System, Use of Data Envelopment Analysis, Recent studies in Finance, Writing of Review Paper based on financial studies,

SUGGESTED READINGS:

Bank of International Settlements(2006). Basel II: International Convergence of Capital Measurement and Capital Standards: A Revised Framework , Comprehensive Version

Bhattacharya Sudipto & Thakor Anjan V., (1993)."Contemporary Banking Theory,"Journal of Financial Intermediation, Elsevier, vol. 3(1),pp 2-50

Black, F., and M. Scholes (1973). The Pricing of Options, and Corporate Liabilities, Journal of Political Economy, May-June, 637-659.

Cooper, W. W., Seiford, L. W. and Tone K., (2000), Data Envelopment Analysis: A Comprehensive Text with Models, Applications, References and DEA Solver Software, Kluwer Academic Publishers, ISBN: 0-792-8693-0.

Eugene F. Fama(1965), "Random Walks in Stock Market Prices," Financial Analysts Journal, September/October 1965 (reprinted January-February 1995).

Franklin Allen & Anthony M. Santomero (1999). "What Do Financial Intermediaries Do?," Center for Financial Institutions Working Papers 99-30, Wharton School Center for Financial Institutions, University of Pennsylvania.

Ministry of Finance (1991), Report of the committee on the Financial System (Narasimham Committee), New Delhi, Government of India.

Stefano Gatti (2013). Project Finance in Theory and Practice, by, Academic Press (an Imprint of Elsevier). Indian Reprint ISBN: 978-81-312-1664-4.

Reserve Bank of India (1998). Narsimham Committee Report on Banking Sector Reforms. Bombay: Reserve Bank of India.

Reserve Bank Of India(2005). Draft Technical Paper by The Internal Working Group on Priority Sector Lending,²

Santomero, Anthony M (1984). Modeling the Banking Firm: A Survey," Journal of Money, Credit and Banking, Blackwell Publishing, vol. 16(4), pages 576-602, November.

MPhD 03 E3 Contemporary Issues in Human Resource Management

OBJECTIVE: The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people and problems.

UNIT-I

An overview of Human Resource Management: Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM. Manpower Search: Employee Acquisition Strategies and Selection Process in Corporate Sector, Career & Competence Development, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits. Retention Strategies: Counseling & Mentoring, Managing Separations and Rightsizing.

UNIT-II

Organizational Change & Development: Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness

UNIT-III

Industrial Relations: Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.

UNIT-IV

Ethical Issues in Human Resource Management: Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM. HRD: HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD

UNIT-V

International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.

Recommended Books: -

1. Garry Desseler, Human Resource Management, Prentice-Hall India Pvt. Ltd., New Delhi, 10th Edition.
2. Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6th Edition.
3. Raymond Noe, Wright, Gerhart & Hollenbeck, Human Resource Management - Gaining A Competitive Advantage, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
4. Snell Scott & Bohlander George: Human Resource Management , Cenage Learning India Pvt. Ltd., New Delhi.
5. Werener J M & Desimone RL: Human Resource Development, Cenage Learning India Pvt. Ltd., New Delhi.
6. Regis Richard; Strategic HRM & Development, Excel Books, New Delhi.
7. Pareek U; Understanding Organizational Behaviour, Oxford University Press.
8. Kaushal SL; Business Ethics, Deep & Deep Publications, New Delhi.
9. Sen Ratna; Industrial Relations in India, Mac Millan, New Delhi.
10. Rao TV; HRD Audit, Response Books, New Delhi.
11. Kandula SR; Strategic Human Resource Development, PHI, Pvt. Ltd., New Delhi.
12. Hodgetts RM & Hegar KW' Modern Human Relations at Work, Thomson South Western.

MPHD 03 E-4 CONTEMPORARY ISSUES IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT

OBJECTIVE: The scholar should be able to understand the operational and supply chain complexity and understanding towards various functional areas, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues and key challenges related to operations and Supply chain Management interventions that may be required when dealing with the suppliers, and other parties in the supply chain environment.

UNIT 1

Introduction to Supply Chain Management; Evolution of Supply Chain Management; Analytics in Supply Chain Management; Supply Chain Planning; Different views of Supply Chain

UNIT 2

Supply Chain Strategy; Supply Chain Drivers; Developing Supply Chain Strategy; Strategic Fit in Supply Chain; Demand Forecasting in Supply Chain; Bullwhip effect and time series analysis; Exponential Smoothing Method of Forecasting; Measures of Forecasting Errors; Tracking Signal and Seasonality Models; Forecasting using Multiple Characteristics in Demand Data and Inventory Management in Supply Chain.

UNIT 3

Using Decision Trees for handling Uncertainty; Example of Using Decision Tree incorporating uncertainty in Single Factor; Example of using Decision tree incorporating uncertainty in two key factors

UNIT 4

Inventory Management in Supply Chain; Multi-Echelon Inventory Management; Multi-Echelon Inventory Management for four Stations (Numerical Example); Multi-Echelon Inventory Management for four Stations; Network Design in Supply Chain; Network Design of Global Supply Chain; Alternative Channels of Distribution; Location Decision in Supply Chain designs

UNIT 5

Network Optimization Models; Using Excel Solve for Network Optimization; Uncertainty in Network Design; Network Design in Uncertain Environment and Flexibility; Flexibility in Supply Chain; Optimal Level of Product Availability in Supply Chain; Time Value of Money in Supply chain; Different types of Analytics in Supply Chain; Predictive Modeling in Forecasting in Supply Chain; Representation on Uncertainty in Supply Chain. Modeling Flexibility in Supply Chain; Trends, Challenges and Future of Supply Chain.

Note: Additional Business Cases on contemporary issues on Operations and Supply Chain Management shall be taught in classroom as suggested by Course Teacher

Recommended Books: -

1. Barrett. Colin (1998). *Modern Transportation Management (VNR Materials Management/Logistics Series)*. Springer US
2. Kasilingam, Raja G. (2012). *Logistics and Transportation: Design and planning* (pp. 1-297). Springer Science & Business Media
3. Ballou, Ronald H. (1986). *Basic Business Logistics: Transportation, Materials Management*. (pp. 1-448). Longman Higher Education
4. Chopra, S., & Meindl, P. (2014). *SUPPLY CHAIN MANAGEMENT Strategy, Planning, and Operation. Igarss 2014* (pp. 1-5).

5. Van Weele, A. (2010). *Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice. Distribution.* (pp. 1-448)
8. D. Graham, I. Manikas, & D. Folinas (2013.) *E-Logistics and E-Supply Chain Management: Applications for Evolving Business* (pp. 9-26). Hershey, PA: Business Science Reference. doi:10.4018/978-1-4666-3914-0
9. Joshi, S. & Joshi, R. (2016). *Designing and Implementing Global Supply Chain Management* (pp.1-270). Hershey, P.A: IGI Global . doi: 10.4018/978-1-4666-9720-1

MPHD 04 E-1 Advance Research in Marketing

OBJECTIVE The course aims to develop understanding of the Modern day marketing functions in the corporate enterprises and various research and policy implications. To develop knowledge and understanding of Ph.D. students on the various aspects of modern marketing management. To enable students to identify research issues in the specialization area. To develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

UNIT I Orientation of Modern Marketing and Analyzing Market Opportunities: Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment. Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management.

UNIT II

Service Marketing : Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services. Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

UNIT III

Measurement Process in Marketing Research: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and MultiDimensional Scale (MDS) and Their Applications. Applied Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.

UNIT IV

Supply Chain Management: Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management. Retail Marketing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail. Understanding the Retail Consumers: The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.

UNIT V

Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework,

Marketing Issues and Relevance in 21st century business Enterprises Competing through E-Marketing – Components of e-marketing, Impact of e-Marketing on marketing Strategy.

Recommended Books: -

1. Kotler Philip & Armstrong, G., Principles of Marketing, Prentice-Hall of India, , 2008.
2. Kotler Philip, Marketing Management, Prentice-Hall of India, 2007.
3. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
4. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.

MPHD 04 E-2 Advanced Research in Finance

OBJECTIVE: The OBJECTIVE of the course is to familiarize the students with the advanced knowledge in the discipline of financial management. The course has been designed to provide the research students with knowledge of emerging issues and trends in financial markets and new innovations in the financial sector. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject. The course also aims at providing an international perspective in the field to the students.

UNIT – I

Financial Management and Policy Financial Strategy: Concept, OBJECTIVEs and components of Strategic planning process. Linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation. Security Valuation Principals and Models: Bonds, Equities, Preference shares.

UNIT-II

Stock Market and Regulation in India: Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Inside trading, Circular trading, Price rigging. Regulation of Indian Capital Market: SEBI, Stock Exchange Board. Stock Indices, Role of FIIS, MFs, and Investment Bankers in the Stock market.

UNIT-III

Issues in Corporate Restructuring: Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting out, Outright sale, Disinvestment, leveraged buyout. Mergers and Acquisitions: Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations. Behavioral Finance, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.

UNIT IV

Multinational Financial Management: Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swaps.

UNIT-V

Banking System in India: Organisation, Structure, Emerging scenario of Banking in India, Entry of Private and foreign Banks. Financial Innovation and Opportunities for Banks: Universal Banking, Banc assurance, Factoring and Securitization. Regulation of Banking Sector: Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.

Recommended Books: -

1. Kapil Sheeba, " Financial Management" Pearson.
2. Jonathan Berk, Peter, "Financial Management" Pearson.
3. Sharan Vyuptakesh, " Fundamentals of Financial Management" Pearson.
4. James C Van harne, " Financial Management & Policy" Pearson
5. Vij madhu, " International Financial Management" Excel Book.
6. Bhalla VK & S Shiva ramu, " International Business Environment & Management" Anmol publication.
7. Mike. W. Peng, " International Business" Cengoye Learning.
8. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, " Take Overs, Restructing & Corporate Governance" Pearson Education Inc.
9. M. Y. Khan " Indian Financial System" Tata McGraw-HiLL Publishing Company Ltd., New Delhi.

MPHD 04 E-3 ADVANCED RESEARCH IN HRM

UNIT I: Concepts and Perspectives on Human Resource Management; Strategic human resource management,. Talent Management, Stress Management, Knowledge management- its implications in knowledge economy, Work Life Balance.

UNIT 2: : - meaning, scope, importance of HRD across cultures, Organisational Training systems, view, needs assessment, training programmes evaluation, performance appraisal & role of appraisals in managing performance, career development & planning, factors affecting career -choices - responsibilities of Employers/managers, career counseling.

UNIT 3: Challenges and Problems of Recruitment and Retention in Globalizing Business/ Economy. High Manpower Turn-over -Causes and Consequences for Indian Corporates.

UNIT-4: MBTI, Personality-theories, Job satisfaction, SWB, Commitment, OCB, Employee engagement, workplace empowerment, Personal and interpersonal orientation.

UNIT-5: EI, Stress-Measurement, enhancing self awareness, Role Dynamics

UNIT-6 Organizational culture and climate-theories, types assessment, change management, conceptual framework for research in organizations

Suggested readings

1. Blanchard, P.N. and Thacker, J.W (2007): *Effective Training: Systems, Strategies and Practices.* (8th ed.) New Delhi: Prentice Hall
2. Reid, M.A. and Barrington, H (2007). *Training Interventions.* (5th ed.) Mumbai : Jaico Publishing House
3. O' Connor; Bronner and Delaney (2009). *Training for Organizations.* (2nd ed.) Singapore: Thomson Learning
4. Laird, D (2003). *Approaches to Training and Development.* (5th ed). New Delhi: Rawat Publications.
5. Joseph Prokopenko (2002): *Management Development .* (2nd ed) ILO Publications
6. Lyton, R and Pareek, U (2001): *Training for development.* (2nd ed) Vistar Publications.
7. Rao, P.L.(2000), *HRD through In-House Training.* Indian Society for Training and Development.

MPHD 04 E-4 ADVANCED RESEARCH IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Upon successful completion of this course, students will be able to:

- Develop analytical skills for understanding coordination mechanism for a supply chain.
- Demonstrate an overall knowledge and skills for emerging concepts, methods, and practices in
- the context of e-Business, Closed-loop Supply chain and sustainable supply chain.
- Understanding applications of game theory models in coordinating a complex SCM.
- Understanding the behavioural complexity of supply chain agents

UNIT I: The strategic value of measuring & managing performance: Performance measurements architecture –types, contexts, and perspectives of metrics; Managing performance within the supply chain and logistics functions – alignment, incentives, and strategic impact; Design and development of a Performance; Dashboard for your Supply Chain and Logistics Operations; Use of performance benchmarking for financial justification of supply chain and logistics initiatives; Strategic performance management for peripheral partners– suppliers, co-packers, and clients Technology for performance measuring and management–mobile reporting, big data analytics, available tools; Understanding Bargaining Power in SCM, Framework Of e-Business: Basics, Comparison and convention, Lead time

Competition, Sustainable Supply Chain Management: What Is SSCM, Current Practices, Review and discussions: Review of Key concepts, Industrial Implications; Recap, Project Presentations

UNIT 2: Introduction to pricing and revenue optimization: Introduction, Need for revenue management Theories, What is pricing strategy?; Demand functions and price optimization: Price-response function; Competition: Economics of pricing, Demand Function, Bertrand Competition, The relative importance of pricing objectives changes over time, Trade-offs, Targeting and pricing; Demand Analytics: Demand Drivers, 'New' approaches to forecast demand, Price-response estimation, Key questions, Some common threads, Pricing: Price differentiation, Volume discounts, Arbitrage and cannibalization, Consumer welfare, Revenue Analytics: Revenue Management, Capacity Allocation, Overbooking, Markdown Pricing. Improvement pricing strategy: Customized Pricing, List prices vs. customized prices, Responses to competitor bids; Applications: New Directions in Revenue Management, Industry Applications, Recap, Project Presentations

UNIT 3: *Introduction:* The relevance of Social Media Analytics in the business environment Its applications in various other fields; *The need to measure customer network value:* Understanding the basic of social media network Matrices and its measurement, Measuring Social media network effectiveness; *Predictive analytics and social media:* How to predict social behavior using predictive model; *Google social media analytics:* Basics of Google Analytics; How to use Google Analytics; *Social network analysis, homophiles, and affiliations:* Understanding Social Networks, Hands on using Node XL, Social Matrices, Social Influence; *Industry implications of social media Analytics;* *Analysing Twitter and Facebook, Text Analytics and Sentiment Analysis (With LAB):* Understanding of Text Analytics, How to use text analytics for sentiment prediction, To explore various applications using twitter and Facebook data; *ROI of Social Media Marketing:* Understanding Social Media ROI; *Business applications of Social Media Analytics:* Effective Use of social media for businesses, Applications; *Reviews and Discussions:* Review of Key Concepts, Business Implications.

UNIT 4: Introduction to Digital Technologies and Supply Chain Management; Controlling the Bullwhip and the Value of Information; Supply Chain Integration. Push-Pull and Complexity Reduction; Supply Chain Segmentation; Using Big Data to Improve Operations; Supply Chain Resiliency; Supply Chain Flexibility; Inventory Management and Risk Pooling Strategies; Supply Contracts and Risk Sharing Strategies; Strategic Partnering; Network Planning; The Green Supply Chain; IT and Business Processes; Customer Value and Operations Strategy; Summary and Assignments Presentation, Recap, Project Presentations

UNIT 5: Materials: where materials come from, and build a rationale for why society needs more circularity; Mining, Mining and Sustainability, From Mining to Metal- The Supply Chain; Value and Governance, Criticality and Circularity, Transition to a Circular Economy; Circular Business Models: circular business models are explored in-depth and a range of ways for business to create economic and social value are discussed, The role of business in the circular economy, The nuts and Bolts of a circular business model, Key strategies for circular business models, Combining circular strategies with the circular business model planning tool, Mapping the business and social environment. Circular design, Innovation and Assessment: Designing materials for a circular economy: Opportunities and challenges; Ecodesign Strategies, Introduction to Nanotechnology, Assessing the environmental sustainability of

circular systems: Tools and Methods, Assessing resource efficiency; Policies and Networks: Role of governments and networks and how policies and sharing best practices can enable the circular economy, From waste to materials, past policy solutions, Overview of policies for a circular economy, extended producer responsibility, The ecodesign directive for circular economy;. Circular Societies: New norms, forms of engagement, social systems, and institutions, needed by the circular economy and how we, as individuals, can help society become more circular: Societal value, Societal impact of consumption, A global Value, A Local view- Change close to home, Who owns it?; Recap, Project Presentations

Suggested readings

1. Chopra, S., & Meindl, P. (2007). Supply chain management. Strategy, planning & operation. In *Das summa summarum des management* (pp. 265-275). Gabler.
2. Joshi, S. & Joshi, R.(2016). *Designing and implementing global supply chain management*. IGI Global. USA
3. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain: concepts, strategies and case studies*. Tata McGraw-Hill Education.
4. Manners-Bell, J., & Lyon, K. (2019). *The Logistics and Supply Chain Innovation Handbook: Disruptive Technologies and New Business Models*. Kogan Page Publishers.
5. Lamb, F. (2013). *Industrial automation: hands-on*. McGraw-Hill Education.
6. Simchi-Levi, D. (2010). *Operations rules: delivering customer value through flexible operations*. Mit Press.
7. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). *Managing The Supply Chain: Definitive Guide*. Tata McGraw-Hill Education.
8. De Angelis, R. (2018). *Business models in the circular economy: Concepts, examples and theory*. Springer.
9. Weetman, C. (2016). *A circular economy handbook for business and supply chains: Repair, remake, redesign, rethink*. Kogan Page Publishers.
10. Schwab, K. (2017). *The fourth industrial revolution*. Currency.
11. Stahel, W. R. (2019). *The circular economy: A user's guide*. Routledge.

